



Bulk Petroleum Executive Agent - The Path Ahead -

**Briefing to VADM Lippert
May 18, 2005**

**Mark K. Iden
Director, DESC Executive Agent Office**



Overview



- Responsibilities & Functions
- The Path Ahead:
 - Events by Planning Phase
 - End State
- Next Steps



Responsibilities and Functions



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DoD Executive Agent: The Head of a DoD Component to whom the *Secretary of Defense or the Deputy Secretary of Defense* has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated *activities that involve two or more of the DoD Components.* (DODD 5101.1 Sep 2002)

- **DODD 5101.1** provides overarching policy guidance for EA assignments ...addresses need to minimize duplication or redundancy
- **DODD 5101.8** directs the EA for Bulk Petroleum to... execute Supply Chain Management for all Bulk Petroleum...with emphasis on improving efficiency. Identifies a number of issues for the EA to address in the following categories:

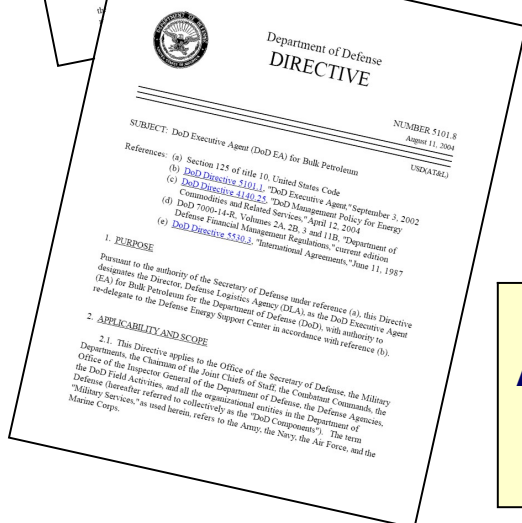
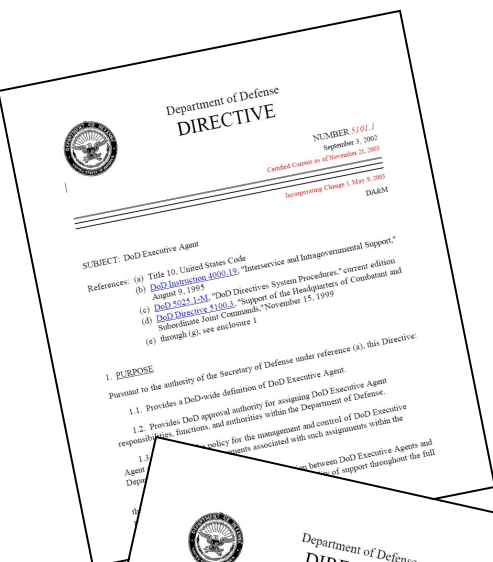
Equipment and Training

Quality

Information Management

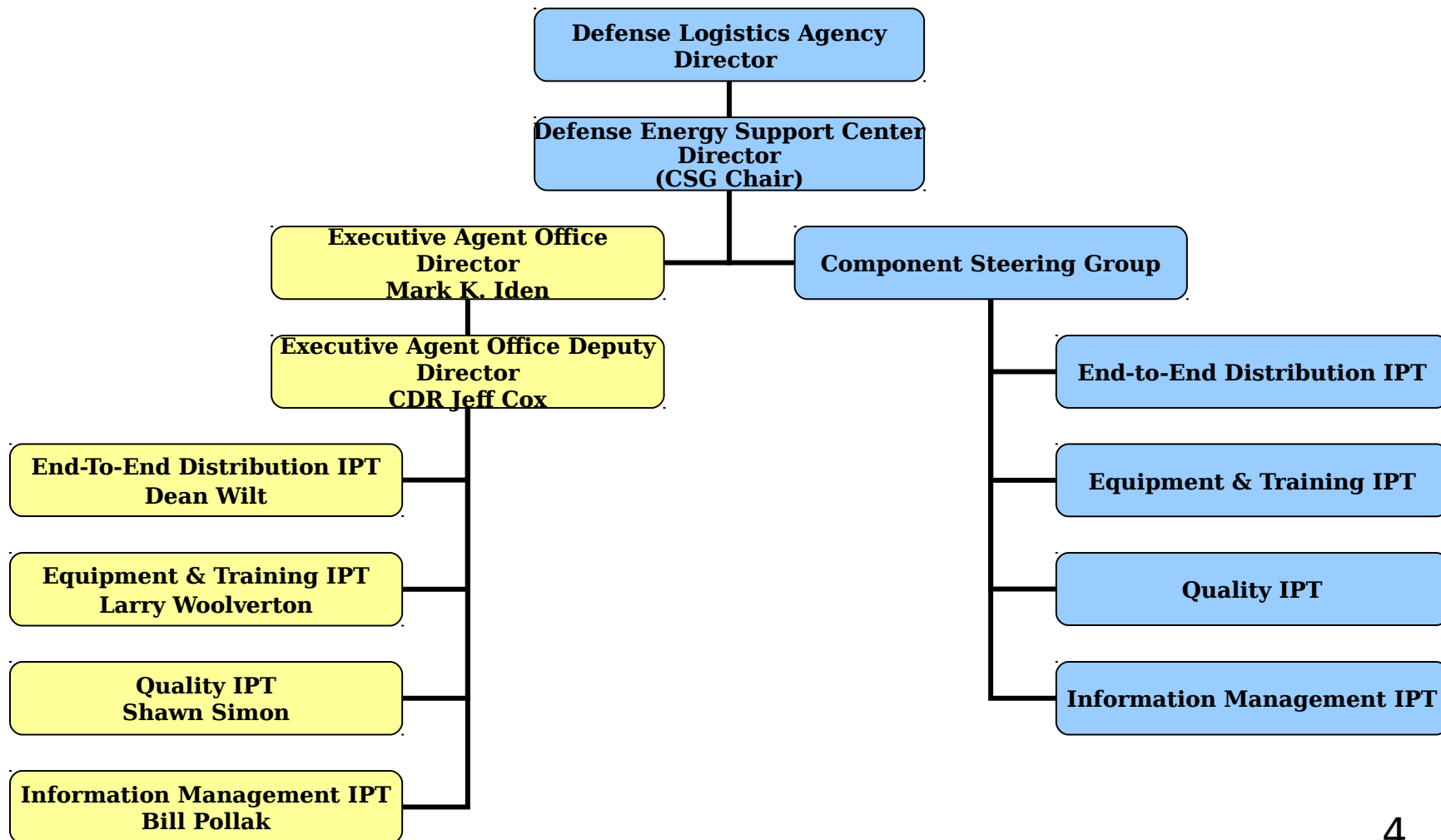
End-To-End Distribution

- **OSD Designated DLA as EA for Bulk Petroleum - 11 Aug 04**
- **DLA Delegated EA Authority to DESC - 1 Nov 04**
- **DESC Executive Agent Office Established - 3 Dec 04**





Executive Agent Organizational Structure





The Path Ahead ➡ Roadmap



- Directly addresses each of the 12 DESC responsibilities in DoDD 5101.8:
 - 1-2 year time frame: Near-Term
 - 3-5 year time frame: Mid-Term
 - 6-10 year time frame: Long-Term
 - "End State"
- Incorporates the responsibilities of the COCOMs and Mil Svcs:
 - 3 for COCOMs
 - 5 for Mil Svcs
- Addresses today's baseline & where we are going with a direction toward "End State"
- Provides for measurement opportunities of the EA effort with metrics
- Identifies the need for dedicated resources & budget authority



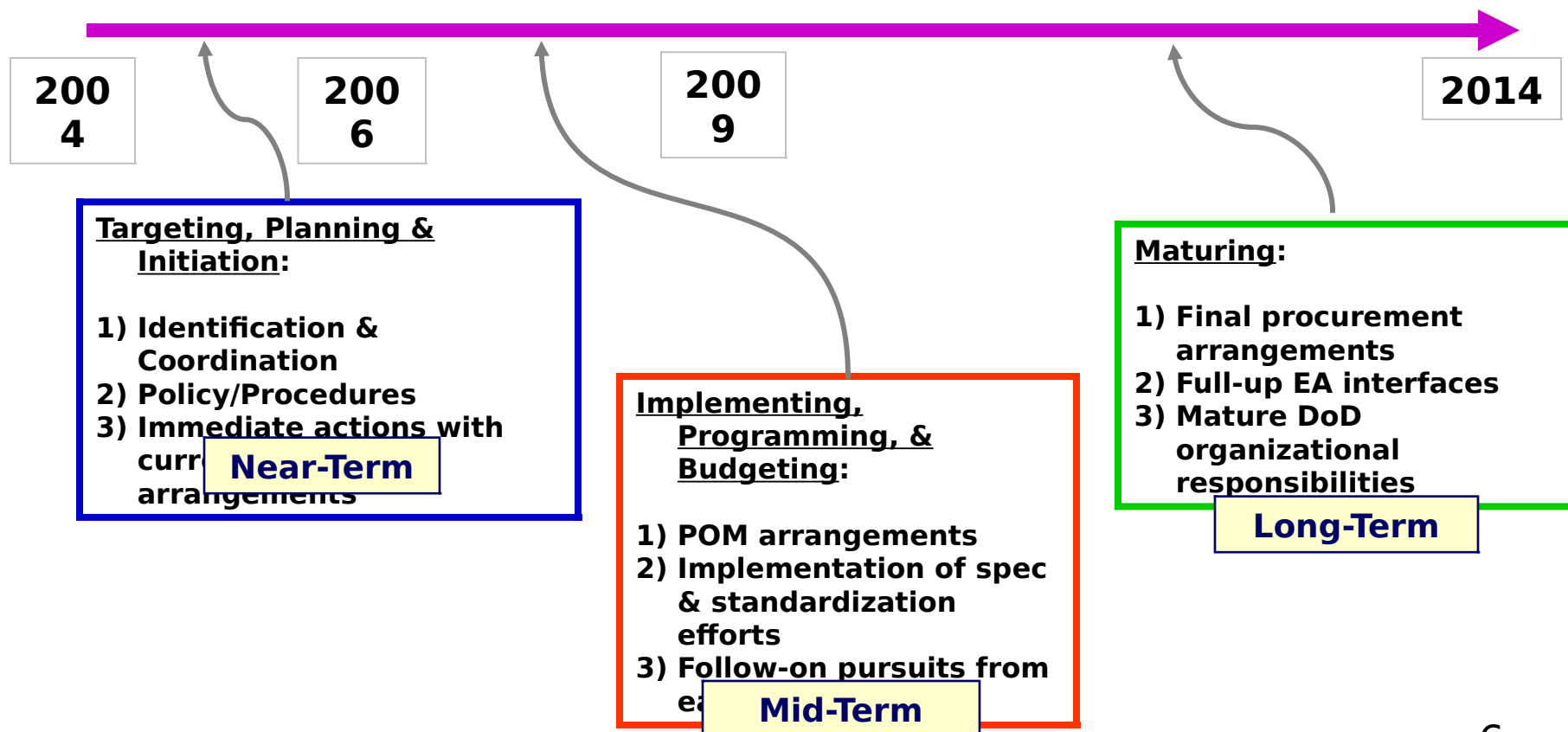
EA Timeline Phases



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Each phase:

- Can be generally designated
- Should be considered fluid
- Must be tracked and measured

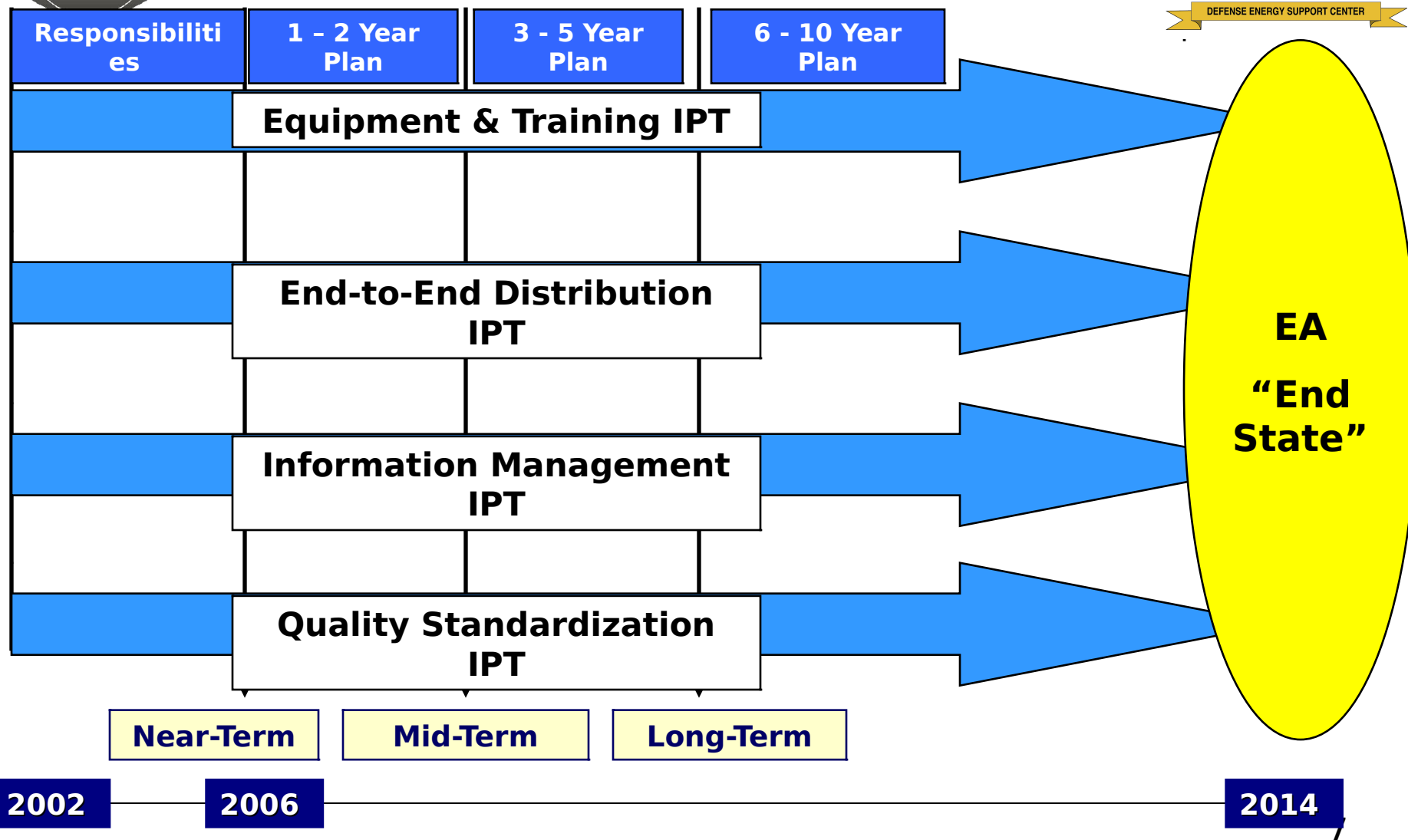




EA Roadmap



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CSG Roadmap



EA Responsibilities *	1-2 Year Plan	3-5 Year Plan	6-10 Year Plan
<ul style="list-style-type: none"> 5.2.11: "Establish and chair a DoD Component Steering Group (CSG) for Bulk Fuels." 5.2.12: "Establish performance-based agreements with the DoD components at the major command level to set mutually agreed-upon expectations." 	<ul style="list-style-type: none"> Stand up dedicated management team to execute guidance provided by the CSG ...led by & to directly support each EA IPT with operations, action item accomplishment, & admin Work PBAs for bulk petroleum into the DLA PBA architecture Develop metrics to track EA efforts 	<ul style="list-style-type: none"> Oversee EA effort 	<div data-bbox="1367 682 1870 873"> <ul style="list-style-type: none"> Review Roles & Missions (Title 10), determine need for action, & move out accordingly </div>

* DoDD 5101.8 mandates



EA Project Management



- ✓ DESC established a dedicated Office (DESC-X) for Project Management:
 - ✓ Under General Order No. 02-05, DESC-X is responsible for:
 - ✓ EA implementation
 - ✓ Coordination of all EA initiatives
 - ✓ Consolidation & submission of a budget to cover all specific EA related items
 - ✓ DESC-X supports each EA IPT:
 - ✓ Director/Deputy Director positions currently filled
 - ✓ 4 government positions recently filled
 - ✓ Full-time Contractor assets on board
 - ✓ A task order based contract to provide “specified levels of expert support”
- PBAs are in-work by Service and COCOM partners. Degree of effort varies by EA CSG member
- Metrics fall into three categories – Schedule, Cost, Performance:
 - Schedule: POA&Ms for each major initiative of the four IPTs
 - Cost: BCAs will be the vehicle for efficiency measurements
 - Performance: Yet to be developed. Will focus on effectiveness measurements



Equipment & Training Roadmap



EA Responsibilities *	1-2 Year Plan	3-5 Year Plan	6-10 Year Plan
<ul style="list-style-type: none"> 5.2.3: "Ensure effective... equipment standards & interoperability requirements in collaboration with the Military Services & COCOMs" 5.2.4: "Under special agreement... procure, lease, capitalize, distribute, maintain, and centrally store tactical equipment." 5.2.6: "In coordination with the DoD components, define requirements and identify and optimize the life-cycle process of standard bulk petroleum handling equipment." 5.2.8: "Coordinate with the DoD components to expand joint petroleum training capabilities..." 5.2.11.2: "Adopt commercially based standards to include distribution, equipment, and quality." 	<ul style="list-style-type: none"> Select items & fund studies (to include BCAs): <ol style="list-style-type: none"> 1. Bladders 2. Tactical Filters (API Standard size) 3. Tactical pumps 4. Injectors 5. Nozzles (SAE) 6. Hoses (API or Mil Spec) Pursue standardization based on MIL SVC/COCOM agreed prioritization Develop policy for new equipment starts Determine selection criteria for further application Identify standard training for basic petroleum operations & common fuels equipment interoperability issues, and allied compatibility: <ol style="list-style-type: none"> 1. Quality 2. Joint Petroleum 3. Petroleum / Fuels Officer 	<ul style="list-style-type: none"> Identify lead acquisition activity and item manager for selected equipment Pursue additional equipment standardization efforts as appropriate based on selection criteria (Address full life-cycle requirements and responsibilities (DESC & Mil Svcs) for equipment buys) Eliminate redundancies in training POM for common equipment procurement 	<ul style="list-style-type: none"> Fund and ensure proper acquisition and life cycle management for all fuels handling equipment meeting common item selection criteria Fully establish "single" school for all training
* DoDD 5101.8 mandates		POC: Equipment & Training IPT	



Current Efforts



- Equipment
 - Significant work accomplished on collapsible bags
 - ✓ Requirement finalized & Performance-Based Spec (PBS) under review
 - ✓ Visits to Mil Svc Equipment & Procurement activities underway
 - Started parallel effort on tactical filters
 - ✓ Sub-group identified and stood-up
 - ✓ Goal established to standardize filter size
 - ✓ Mil Svc on-hand filter data call accomplished
- Training
 - Moving forward with Fuels Quality Course consolidation – ITRO (Inter-Service Training Review Organization) conducted “Quick-Look” 9-12 May
 - Developed a Plan of Action for the Joint Petroleum Seminar:
 - ✓ Consolidated and de-conflicted apparent separate efforts by DESC, Joint Staff, & JLOG
 - ✓ First course in 2 years scheduled for June
 - ✓ Inputs from COCOMs and Svc Control Points will be incorporated into scheduled November course

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Information Management Roadmap



EA Responsibilities *	1-2 Year Plan	3-5 Year Plan	6-10 Year Plan
<ul style="list-style-type: none"> 5.2.2: "Establish and maintain an integrated management information system to support the implementation of this directive, to include..." 5.2.5: "Provide terminal operation service and visibility of fuel assets." 5.2.6: "In coordination with DoD components, define requirements and identify and optimize life-cycle process of standardized bulk petroleum handling equipment." <p>* DoDD 5101.8 mandates</p>	<ul style="list-style-type: none"> Integrate information system to fulfill warfighters' needs (accountability, quality, personnel, facilities, equipment, training) Develop a generic Automated Data Collection (ADC) solution for all consumption points Develop / field a web-based REPOL capability ...commence with Beta testing during Terminal Fury '04 Develop / field an automated IMP capability ...commence with Rqmts identification in support of FY06 IMP Integrate ICIS into COCOM / Mil Svc toolboxes Incorporate DESC IM system into the DLA BSM system (as currently in ORD) 	<div> <div>Expand DLA IDE & link to GCSS</div> <div>Card Process</div> </div> <ul style="list-style-type: none"> Develop a Class III Portfolio on GCSS Enhance the management information & accounting systems to comply with DoD Supply Chain and Financial Mgmt regulations Leverage info in Fuels Mgr - Defense to support automated applications within the IT architecture <p>POC: Information Management IPT</p>	<ul style="list-style-type: none"> Explore & provide as practical, comprehensive visibility of government, allied, coalition, host nation, & commercial bulk petroleum assets



Current Efforts



- ✓ Developed a MUREP adaptation to meet immediate needs of the community
- ✓ Refined the Information Management Roadmap
- Matching the Integrated Consumable Item Support (ICIS) system, Version 5 with Service requirements
- Developing an Initial Capabilities Document and a Capability Development Document for a Web-Enabled Inventory Management Plan (IMP)



Quality Standardization Roadmap



EA Responsibilities *	1-2 Year Plan	3-5 Year Plan	6-10 Year Plan
<ul style="list-style-type: none"> 5.2.10: "In conjunction with the other DoD components, develop standardized quality policy and procedures across the supply chain to reflect weapons systems requirements and maximize effectiveness and efficiency." 5.2.11.2: "Adopt commercially based standards to include distribution, equipment, and quality." 	<ul style="list-style-type: none"> Publish / distribute standard petroleum quality policy, procedures, & specifications Standardize and consolidate quality training: <ol style="list-style-type: none"> Select courses Interface with Equipment & Training IPT efforts Identify and quantify budget requirements Study the optimization of fuel sample distribution and laboratory workload 	<ul style="list-style-type: none"> Better align quality policy to Mil Std 3004 and to reduce variability in application Pursue additional quality training for standardization and consolidation Integrate quality management information systems & databases of the Services & DESC to eliminate duplication of effort and enhance communication Realign budgeting and funding IAW the optimization model / study 	<ul style="list-style-type: none"> Converge (where practical), align, and fully integrate DoD petroleum quality assurance and surveillance efforts



Current Efforts



- ✓ Completed review of Quality training requirements:
 - ✓ Gathered and reviewed POIs and training requirements
 - ✓ Provided recommendations to Equipment & Training IPT for review by ITRO
- ✓ Issued a delivery order to review all Quality policies, procedures, and specifications:
 - Review includes identification of gaps, seams, and overlaps
 - Final product will address joint Quality policies, procedures, and specifications
- Beginning the review of Quality automation requirements
 - IPT assessing USAF LIMS as a joint platform



End-to-End Distribution Roadmap



EA Responsibilities *	1-2 Year Plan	3-5 Year Plan	6-10 Year Plan
<ul style="list-style-type: none"> 5.2.1: "Engage in planning with DoD components including sharing and leveraging of DoD resources to reduce costs and avoid unnecessary redundancies." 5.2.3: "Ensure effective end-to-end distribution for establishing equipment standards and interoperability requirements..." 5.2.5: "Provide terminal operation service and visibility of fuel assets." 5.2.7: "Participate in joint operations planning and execution process to include..."[agreements] 5.2.11.1: "Establish end-to-end business processes collaboration between..." 5.2.11.2: "Adopt commercially based standards to include distribution..." 	<ul style="list-style-type: none"> Study the EA role in a tactical environment (last tactical mile) Develop / Reevaluate standard definitions for : <ul style="list-style-type: none"> - Point of sale - Terminal operation service - Capitalization decision points Improve the mix/blend of commercial contract, host nation & military assets in the supply & distribution infrastructure <ul style="list-style-type: none"> • Strengthen support to warfighter rear area petroleum functions by shared & leveraged DoD resources • Assess & leverage commercial/host nation capabilities to meet wartime distribution requirements Reduce costs & avoid unnecessary redundancies through integration and coordination with other IPT proposals 	<ul style="list-style-type: none"> Expand role of LNOs to ensure full span customer relationship management (CRM) objectives are met Better integrate Service Control Points, Military Cmts, COCOMs, & DESC Regions Seamlessly integrate all elements of the bulk petroleum supply chain 	<p>TBD</p> <p>Continuous Process</p>
* DoDD 5101.8 mandates	<ul style="list-style-type: none"> Develop and publish standardized petroleum planning documents Develop solutions for supply chain gaps and voids 	POC: End-to-End Distribution IPT	



Current Efforts



- ✓ Study the “Last Tactical Mile” for bulk petroleum logistics:
 - ✓ Contract awarded to LMI on 4 Feb 05 with an estimated completion of Jun 05
 - Phases:
 - 0: Project Planning (*PMP*)
 - 1: Data Collection/Research (Task 1) (*Position Papers*)
 - 2: Generate As-Is Description (Task 2) (*Descriptions, IPR*)
 - 3: Perform Gap Analysis (Task 3) (*SRG, EXSUM*)
 - 4: Develop ‘To-Be’ State (Task 4) (*EXSUM, IPR*)
 - 5: Implementation Planning (Task 5) (*Final Report*)
 - IPR scheduled for May 10, 2005
- Pursue the DPO supply chain mapping effort:
 - Appropriate follow-on to the Last Tactical Mile Study
 - ✓ Started effort in April/May 05
- Clarify Class III distribution responsibilities
- Look at options for better identifying & improving integration of host nation assets into the overall U.S. rear area support structure



“End State”



- Interoperable, seamless, joint bulk petroleum supply chain capability supporting the warfighter with a logistics support infrastructure to include:
 - Acquisition
 - Movement
 - Storage
 - Issue
 - Information Management
 - Accountability
- Partnership arrangements among all DoD petroleum logistics functions to include the Military Services, Combatant Commands, and Support Agencies in order to achieve peacetime efficient and wartime effective operations and customer support
- Integrated civil and military petroleum capabilities worldwide
- Common training and standard equipment/parts where feasible and practical



Next Steps



- Develop CONOPs to complement & detail Roadmap direction:
 - Establish delivery schedules
 - Refine timelines
 - Identify additional initiatives and areas for engagement which meet EA criteria
- Develop budget and funding arrangements:
 - Coordinate with Services & OSD
 - Align requirements to budget & POM timelines
- Develop a basic scorecard on achieving the requirements set forth in EA Directive
- Continue to pursue additional initiatives for quantifiably improving bulk petroleum logistics support infrastructure and processes